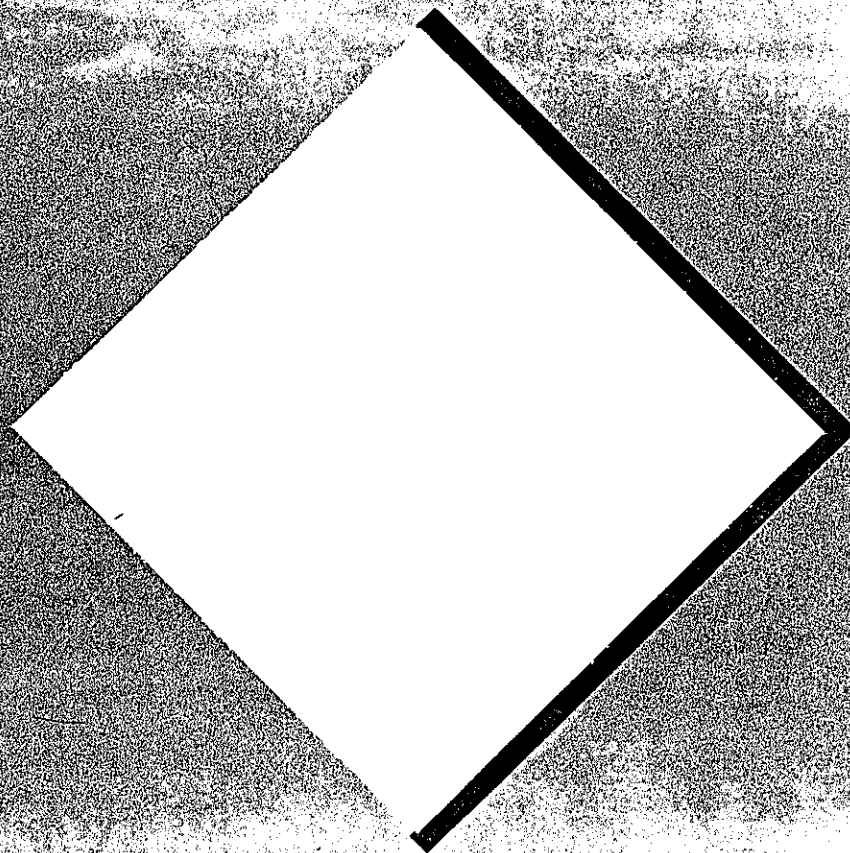




# GENESYS



THE  
FUTURES  
GROUP

**EUROPE AMERICA CONFERENCE  
FOR EMERGING LEADERS**

**CONFERENCE REPORT**

November/December 1992

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The Futures Group International  
1050 17th Street NW, Suite 1000  
Washington, DC 20036

**FINAL REPORT**

**EUROPE AMERICA CONFERENCE**

**FOR**

**EMERGING LEADERS**

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**CONFERENCE REPORT**

November 30 - December 5, 1992

Prepared for:

The Office of Women in Development

Bureau for Research and Development

Agency for International Development

U.S. Agency for International Development

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**GENESYS**

**FOLLOW-UP TO  
EASTERN EUROPEAN WOMEN'S PARTICIPATION  
IN THE EUROPE-AMERICA CONFERENCE**

**Introduction**

From November 30 to December 5, 1992, the American Center for International Leadership (ACIL) convened the Europe America Conference for Emerging Leaders in Baltimore, MD (USA). Nearly 350 representatives from 33 countries in Europe and North America gathered to discuss politics, economics, human need, and the environment. For this Conference, ACIL secured funding from the Women in Development (WID) branch of the United States Agency for International Development (USAID), via its subcontractor the Futures Group, to recruit 30 women leaders from Eastern Europe. ACIL recruited 28 women from Eastern Europe who were able to participate in Conference activities. During the Conference a lunch was held specifically for all the women participants to begin assessing the global needs of women. Because the recruitment took place very late in preparations for the conference, there was inadequate time to fully incorporate concerns specific to this group of women. After the Conference, it was deemed necessary to interview these women in order to develop a deeper understanding of the issues and concerns of women in Eastern Europe -- as voiced by this particular group as well as others. Furthermore the needs and interest demonstrated by these delegates indicated that a follow-up conference would be necessary. This new conference would focus solely on the concerns of Eastern European women and the work begun at the Europe-America Conference

This report is based upon observations and conversations on the status of women in Eastern Europe conducted by Mr. Francis Flaherty, Director of Programs for the ACIL. Mr. Flaherty served as Assistant Conference Director for the Europe-America Conference and was primarily responsible for the recruitment of the 28 women leaders from Eastern Europe. From January to March of 1993, Mr. Flaherty worked in Prague, Czech Republic, where he conducted formal and informal interviews with women throughout the region. This report outlines the status of women in Poland, Czech Republic, Slovakia, Hungary, Croatia, and Slovenia. Mr. Flaherty primary focus was to identify issues most important to women in Eastern Europe and to learn how these issues might be more effectively addressed with or without the support of US private or governmental organizations. Recorded below is a brief summary of Flaherty's conclusions on the status of women in Eastern Europe.

## Background

The women of Eastern Europe are faced with a multitude of complex issues. They are confronted with all the issues related to developing a post-communist society while at the same time attempting to establish equal opportunities for themselves in various sectors of society

For the past forty years the communists had officially propagated improvement in the status of women in the development of communist society and were portrayed as equal partners with men in society, business, and politics. Women were nominally an equal partner in development as laws were established which allotted a specific number of seats in government, industry and science to women. However, the official status of women in communist society differed greatly from the actual condition experienced by these women. In many instances women received the less prestigious and prominent positions in society, as their work was deemed less important than that of men. Women were accepted as an equal partner in development as long as the partnership consisted of helping men achieve communism.

In order to promote equality between men and women in communist society the communist party established official organizations that championed the importance of women. These state organs highlighted the role of women in the development of communism and channelled women's efforts to assist the state. These organizations denounced the discrimination of women in the West and through occasions such as International Women's Day attempted to illustrate the more "advanced" role of women in the East. These organizations were communist party tools which sought to enhance the contributions of women to promote communism.

At the same time women were engaging in the development of communist society and having an active role in the workplace they were also primarily responsible for the family. Long before significant numbers of American women had entered the workforce as a result of the US women's movement, Eastern European women had learned the difficulties of balancing the needs of a family and a full time job. These jobs were not careers, however. While women in Eastern Europe were given the opportunity, or forced, to take part in the work place they had very few career opportunities available to them. Their work was for the most part menial or task orientated, often despite significant university education.

While women struggled to meet the twin demands of a job and a family, they were obliged to confront communist ideology which sought to lessen the value of the family and turn its internal loyalties to the state.

### **Eastern European Women's Movements**

The issues that spearheaded the women's movement in the US--among them the right to vote, abortion, and childcare -- never became, nor would have been allowed to become, focal points for discussion under communism. Consequently, when now faced with second stage issues in the women's movement such as the "glass ceiling," absence of equality in the workplace, and more subtle forms of discrimination, the women of Eastern Europe lack any network to deal effectively with these challenges. This void, coupled with problems from the communist legacy, presents a daunting challenge to women in Eastern Europe.

### **Current Situation of Women in Eastern Europe**

With the fall of communism in Eastern Europe in 1989, communist ideology was discredited along with its accompanying institutions and structures. The communist organizations which promoted women were swept away and others have not yet risen to take their place. In fact, there has been a marked hostility towards the development of such organizations because of their association to the former communist structures as well as their perceived likeness to the prevailing Eastern European conception the women's movement in the United States.

Eastern Europeans associate the women's movement and feminism in the US with "rabid man-hating, lesbian-separatist individuals." This problem has been amplified by the Eastern European media which has seized upon this view and perpetuated this attitude towards women's movements and women in general. These beliefs are also held by the church and church parties in countries such as Poland, Slovakia, and Slovenia. Many women who do try to advance the cause of a women's movement take great pains to dissociate themselves from feminism and portray themselves as traditionalists. They seek a women's movement which has freedom from rigid gender roles yet exists within the context of traditional family values, concepts that were maintained despite the communist suppression of the family. While feminism in the United States has lost its negative connotation to some extent, and extremists and dogmatic ideas are no longer the mainstream, Eastern European women in general still equate the former radical character of American feminism with modern feminism. For this reason, Eastern European society is not prepared to contend with the post-communist women's movement.

Since the demise of communism many things have been placed on a free market basis of supply and demand with few safeguards for basic rights or quality. This also has been true concerning the status of women in post-communist, Eastern European society.. The existing structure in society sustains the notion that since there are no barriers to equality, society cannot be held responsible for the lack of equal social participation by women. What is not taken into consideration are the inequities of the system and long-standing traditional prejudices barring women from participation in the system above the lowest levels..

Eastern European women require a vehicle to achieve many of the same things that American women seek to achieve -- higher-level, career-oriented jobs, health and child care, control over reproductive rights, equality in the workplace and the home, and the right to have a child without losing one's job. Women on both continents desire legislation which is specific to women's needs and the establishment of services that relate to women's needs. Eastern European and American women need legal protection from being undermined in professional and civil life. These are basic goals that women seek in Eastern Europe, however they lack the networks and organizational skills required to achieve them. They do not believe that men will give them these goals on their own accord, therefore Eastern European women must find another way to become part of the process.

### **Recommendations for the Future**

The situation of women in Eastern Europe is neither enlightened nor liberated. Women in Eastern Europe recognize on an individual level that they are being limited in their contributions to society by certain institutions, customs and structures. There are other women both in their own country and in other countries who have either faced these problems or who are currently facing them now. However, the individual Eastern European woman does not have access to her counterparts as there is no extant system of networks in that region. Eastern European women are isolated from each other -- unable to discuss and to mitigate these cross-cutting concerns of women throughout the region.

In addition to the isolation felt by women in Eastern Europe, they lack the networks and organizational skills needed to overcome the obstacles placed before them. The absence of a women's movement coupled women's lesser role in communist society has hampered women's ability to organize effectively and effect greater change and real equality for women in Eastern Europe.

There are two hindrances preventing substantial and measurable progress by women in Eastern Europe: (1) many women recognize, on an individual level, the inequity that exists at the workplace, in the home and in society.; they do not recognize, however, that the inequalities apply to women in general -- that other women in their own country, in their region, or globally face the same

challenges; and (2) because no formal women's movement has developed in these countries, due in part to the control by the former Communist parties and also because of a negative image of the US women's movement, many women lack the skills, knowledge, and resources to affect change and improve their lives. They clearly have few national and international support mechanisms and networks in place.

Recommendations derive from these two basic points: (1) that women in Eastern Europe need to share ideas and experiences with each other and with networks in other countries, and (2) that women need to develop the skills to enable themselves to begin the process of equality. Workshops, training sessions and roundtables are effective means which can promote the exchange of ideas and skills that will assist in improving the position of women in Eastern Europe. A network of women and men equipped with the skills to affect change is the most effective means for women to achieve greater equality and affect further change for other women. This network should bring together women and men from throughout the region as well as the United States to share experiences and skills and work for the long-term improvement of the position of women in society in the US and Eastern Europe.

Programs which promote the exchange of ideas and skills are the best means to develop further concrete plans which can better the position of women in society in Eastern Europe. It is recommended that the development of a network of women and men who can affect change for women in Eastern Europe and thereby contribute to a sustainable society would be the most effective means for women to gain equal status with men and affect further change for other women. This network should bring together women and men from throughout the region as well as other countries, such as the Western European nations and the United States, to share experiences and skills and work for the long-term improvement of the position of women in society.



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*"A new generation of leaders from  
Europe and North America . . .  
discussing how to improve the world."*

*Baltimore Sun  
December 2, 1992*

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EUROPE AMERICA CONFERENCE  
for Emerging Leaders

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*CONFERENCE REPORT*

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*hosted by the*

AMERICAN CENTER FOR INTERNATIONAL LEADERSHIP

November 30 - December 5, 1992

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## A LETTER FROM THE PRESIDENT OF ACIL

The Europe America Conference for Emerging Leaders was designed as a first step towards developing a more comprehensive network between and among those persons in Europe and America who will be carrying major responsibility for the welfare of our respective countries and continents well into the first quarter of the 21st century. As such, the decisions they will make will inevitably influence the course of that century, just as the events around the First World War continue to influence international relations today. Thirty-three nations were represented by some of the best young minds in their respective countries.

As a set of events for individual participants the Conference was a resounding success. Evaluations were overwhelmingly positive, frankly beyond the expectations of the organizers. The long term effects remain to be seen. While we have already totalled about 100 different programs or individual actions directly attributable to the Conference, there really is not a built-in mechanism for follow-up upon which an ongoing network and communication format can be institutionalized.

This was to be expected for this Conference was an experiment and we believed that it would have been dishonest to the process of dialogue to establish prior to the Conference a design for continuance. Such a design would have prejudged the results and level of the Conference.

Instead, this Conference was designed to lay the most fundamental groundwork for future cooperation ...that is, the development of the possibility of a long-term working relationship through the trust developed by an unguarded, open, candid in-depth dialogue. We believe strongly that in an overwhelming number of individual cases and as commission groups, this groundwork was successfully laid.

If there was to be a desire for some form of continuance then the expression of that should come from the process of the dialogues themselves. Representatives of several nations have indeed contacted us about a follow-up conference in Europe in 1994. A women's conference is now scheduled for Prague in October, 1993. That conference will bring together many of the women from Eastern Europe who were in Baltimore with many more from Europe and America to further develop a working network for the purposes of supporting the efforts of women leaders in economic, social and political spheres.

At an individual level many projects are already in formation. ACIL will support these processes where possible, and continues to serve as a catalyst for individuals and other organizations to develop their own set of international relationships. We cannot really afford to do otherwise.

From strictly an organizational point of view, ACIL has already placed a staff person in Europe for three months to follow-up with the delegates in many of the countries represented at the Europe America Conference. We are grateful to the Institute for European Unity and Democracy in Prague and its chairman Vaclav Havel for hosting our staff person. This was but one example of the networks developed at the Europe America Conference.

Following the return of our staff person, and after further discussion with the commission organizers and representatives of individual nations, we will formally develop a series of proposals for next steps. In the meantime we will continue to create the space for dialogue, perhaps one of the most undervalued yet essential processes that can be created in the volatility of today's world. Daily we witness the alternative and realize there is no real alternative to dialogue.

Stephen Hayes  
President, ACIL

## EUROPE AMERICA CONFERENCE OVERVIEW

From November 30 to December 5, 1992, ACIL convened the Europe America Conference for Emerging Leaders in Baltimore, Maryland (USA). Professionals with demonstrated expertise in one of 15 topical areas came together to explore issues and solutions to problems that will dominate the 21st Century and to build relationships and to develop a working network among their counterparts worldwide. Because of the dramatically changing global environment, ACIL sought representation from countries throughout Europe and North America. Nearly 350 delegates from 33 countries were present.

Delegates chose to participate in one of 15 different working groups or commissions, topically divided into four categories: Economics, Politics, Environment, and Human Needs. Over the course of the six day conference, seven three hour dialogue-intensive sessions were scheduled for each commission. Additionally, each commission had the opportunity to travel to local businesses and to sites in the Baltimore-Washington area relevant to their work. Site visits included trips to the National Institutes of Health in Bethesda, MD, the US Capitol Building, the Pentagon, the US Department of Commerce, the Mennonite Center in Lancaster, PA, and the Maryland Historical Society in Baltimore.

Delegates' evaluations of the Conference were overwhelmingly positive. For example, Robert Travas, Chief of Staff to the Prime Minister of Croatia, commented, "A very useful conference, connecting Western and Eastern Europeans as well as Americans in a moment when we all have to know each other much better." Delegates generally expressed a greater understanding and appreciation of foreign attitudes and perspectives as well as satisfaction with the new international contacts and friends made during the week. Harriett Harper, an American economist, wrote: "The interchange of a variety of differing viewpoints was the most satisfying aspect because it challenged old assumptions and provided new facts." As anticipated, certain commissions were especially well-subscribed. Changing Security Relations and Global Environmental Problems, for example, each had well over 20 delegates. Regardless of size, in all cases, commission organizers reported that open and productive exchanges took place.

ACIL structured the Conference to include both formal and informal meetings. Straying from the conventional format of large conferences, nearly all of the formal dialogue session meetings were held outside of the Baltimore Marriott Inner Harbor Hotel, where the Conference was headquartered. Commissions met in such diverse places as the Maryland Science Center, local law firms and businesses, and the University of Maryland Medical School and the University of Maryland Law School. Overall, nearly 150 organizations and businesses in Baltimore and Washington, D.C. supported ACIL's effort. Conference social events provided more relaxed and informal settings for dialogue. The Opening Dinner kicked off the Conference on Monday, November 30 with an address by keynote speaker US Senator Paul Sarbanes (MD). Other evening events included dinners grouped by commission on Tuesday and by country on Wednesday which were hosted at local Baltimore restaurants, embassies in Washington, and at the homes of ACIL alumni and friends in the area. A fun and relaxing dinner/dance for all Conference attendees was held at Baltimore's historic B & O Railroad Museum. The Closing Dinner took place on the dinner cruise ship, the Bay Lady, which toured Baltimore's Inner Harbor and the Chesapeake Bay.

The strategy of supplementing formal relationships with informal relations strengthened the contacts and friendships as well as the level of dialogue. Graham Wiltshire, Commander of the Royal Navy, Foreign & Commonwealth Office (UK) wrote, "The great strength of the Conference was that the ACIL-arranged social programme encouraged an informal relationship between the delegates, making our discussions both inside and outside the Conference room all the more fruitful. Events such as this have an important part to play in smoothing out the ripples after the storm of the Cold War."

# HISTORY AND MISSION OF ACIL

The American Center for International Leadership (ACIL) was created in 1985 to respond to the need to provide an international context for emerging leaders in the United States and to enable them to meet their counterparts around the world. ACIL is a non-profit, non-partisan organization dedicated to creating opportunities for communication and ongoing contact between young American leaders and emerging leaders from other nations at a time when increasing interdependence will play a key role in America's future. As a non-governmental organization, ACIL is in a unique position to open and maintain lines of communication that may otherwise be closed by political or policy considerations. ACIL itself is apolitical; it exists solely to promote dialogue and not to promote a specific political agenda.

Initial funding for ACIL was provided by the Rockefeller Brothers Fund. Since moving from Columbus, Indiana to its Baltimore headquarters, major funders have included: The Abell Foundation, Baltimore Gas & Electric Co. and Maryland National Bank. Numerous other foundations, corporations and individuals are enabling ACIL to continue its programming.

ACIL's principal aim is to foster the development and growth of international understanding and cooperation among those individuals who will assume positions of significant responsibility on local, national and global levels for the next 40 years. ACIL seeks to realize this aim by creating an atmosphere in which emerging young leaders from around the world can meet with and establish lasting relationships with their counterparts. The Center invites leaders from a variety of fields to join in an active program of international exchange, dialogue and network development.

The mission of ACIL is to develop in the next generation of leaders leadership skills and international understanding that will enable them to contribute to a more stable national and global society. ACIL is committed to three unique objectives:

- To create opportunities for purposeful discussion, idea exchange and outreach for a diverse group of developing leaders from the United States and for their counterparts abroad, many of whom would not normally have the chance to participate in a serious international dialogue. The Center's programs primarily serve young and mid-career professionals between the ages of 25 and 45.
- To pioneer in building bridges to countries where official and private relations have been strained or non-existent. Against a backdrop of superpower rivalry, for example, ACIL developed an extensive network of personal and professional contacts between young leaders in the United States, the Soviet Union and Eastern Europe. Now that democracy is emerging in these regions, ACIL will help to foster such development by beginning similar networks between individuals of those nations and by combining these with the existing networks from the developed nations.
- To focus domestic programs in regions of the United States where opportunities for an extended dialogue with foreign leaders and experts seldom exist.

ACIL's programs have been operating since 1983, although the organization was not formally incorporated until 1985. Today, ACIL works with more than 37 countries and sponsors dialogue between emerging American leaders and their counterparts in such diverse nations as Russia, Kazakhstan, Hungary, Mexico, Finland, Poland, The Czech Republic, The People's Republic of China, Syria and Israel. Many additional program opportunities have resulted from the Europe America Conference for Emerging Leaders.

Since its inception, the diversity and level of delegate participation has been noteworthy. For instance, in the United States, ACIL's more than 1500 past program participants (fellows) now hold varied leadership positions in over 120 professional communities including agriculture, education, sciences, religion, politics, law and finance. Nationally known alumni include US Senator David Pryor, a major leader of the US-USSR 1986 program; Margaret Tutwiler, former Assistant Secretary of State in the Bush Administration, who credits ACIL with changing her attitudes toward the former Soviet Union after a 1986 program; and Raoul Carroll, now Chief Operating Officer at M.R. Beal and Co., and formerly one of the three highest ranking African-American officials in the Bush Administration. President Bill Clinton was also part of an ACIL program hosted in Little Rock. In addition, some of the nation's top young economists like Dr. Stephen Quick, Director of the Joint Economic Commission of Congress, and Don Bond, Vice President of the Export-Import Bank, have consistently been involved in ACIL programs.

Of the new leadership in Russia, Foreign Minister Andre Kozyrev, St. Petersburg City Council President Alexander Belayev, and leading voice of reform, Sergei Stankevich all had, as their principal exposure to the United States, the ACIL experience. Stankevich, who was given the Hammerskjold Award for outstanding international leadership by an international alumnus, credited ACIL for allowing him "to see the possible" through his participation in a 1988 ACIL program. In fact, over 900 emerging leaders in the Commonwealth of Independent States have participated in ACIL programs. Other international fellows include the Prime Minister and Deputy Premier of Hungary and several senior advisors to Mexican President Carlos Salinas de Gortari, as well as a number of his cabinet members.

## PHILOSOPHICAL UNDERPINNINGS WHICH DETERMINED THE FORMAT OF THE CONFERENCE

The Europe America Conference centered upon three general premises: (1) professional alliances must be defined by expertise, rather than nationality, in order for progress to result, (2) personal relationships serve as the functional basis for all types of negotiations, and (3) emerging leaders will play a vital role in shaping the future.

First, ACIL believes that in the 21st Century, networks must be defined by expertise and not by nationality in order to be successful. "International" can no longer be exotic; it must be necessary and commonplace. Nearing global interdependence requires that nationality be a characteristic but that professional knowledge be a qualification.

In accordance with that philosophy, the Europe America Conference sought conclusions from 15 issue-specific commissions, grouped in four general categories: Political, Economic, Environmental, and Human Needs. Delegates self-selected the commission in which they preferred to participate. In that forum, they expressed personal, national, and professional opinions. Commission meetings were, by design, dialogue-intensive and had minimal preordained structure in order to foster awareness, expression, tolerance and wisdom as the critical elements of an international forum.

Second, ACIL believes that personal relationships between individuals lead to long term, pragmatic, working relationships. The Conference aimed to foster such relationships by expanding already familiar circles. Delegates dined first with their commission (with whom they had worked in dialogue sessions). The following evening they convened for dinner with delegates of their own country, as well as a number of American delegates. Each of these two evenings was hosted by members of the Baltimore community or ACIL fellows. Remaining night-time events--a dinner dance, a reception, and a dinner cruise on the Baltimore Harbor--sought to pull the existing circles together. By the end of the Conference, individuals were familiar by commission, by nationality, and eventually by mutual acquaintance.

Finally, ACIL believes that in order to shape the future, we must attend to those who will direct the future. Delegates were emerging leaders, rather than established leaders, so that they may shape and be shaped by international friendships. As they build careers, they incorporate experience. An established leader, at the pinnacle of his or her career, may address a new experience, but is rarely the result of it.

The Europe America Conference for Emerging Leaders brought together 350 delegates from 33 countries and many fields of expertise, yet was limited by none of these definitions. That broader understanding is ACIL's hope for the global community.

## COUNTRIES REPRESENTED

Albania	Netherlands
Austria	Norway
Bosnia	Poland
Bulgaria	Portugal
Canada	Russia
Croatia	Slovenia
Czechoslovakia	Spain
Denmark	Sweden
France	Turkey
Germany	Ukraine
Greece	United Kingdom
Hungary	United States
Iceland	
Italy	<i>Observers</i>
Latvia	China
Lithuania	Kazakhstan
Luxembourg	Mongolia
Mexico	

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## COMMISSIONS

### *Economic Section*

Entrepreneurship  
Agricultural Trade Policy  
Science and Technology Cooperation  
International Finance  
International Trade Law

### *Political Section*

Changing Security Relations  
International Political Systems  
Human Rights and Cultural Diversity  
Economic Conversion

### *Environmental Section*

Cleaning the Seas/Land Use and Reforestation  
Global Environmental Problems

### *Human Needs Section*

Religion and State  
Housing and Urban Needs  
Employment and Education  
Health Care



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Commission I, Entrepreneurship, met to discuss the changing economic realities of the new world order. For businesses worldwide, political movements have created new economic climates, intensifying the force of global competition. The rise of Japan and many other newly industrialized countries of Asia present a new reality. The opening of the former Soviet Union and Eastern Europe to the international economy provides enormous business opportunities where there formerly were none. Western Europe, after centuries of economic separatism, is moving toward a political and trade consensus. In order to address these changes, the commission discussed the development of international business combinations, specifically international licensing agreements, technology exchange, venture capital, strategic partnership, and joint venture.

#### INTERNATIONAL LICENSING AND TECHNOLOGY EXCHANGE

The commission recognized international licensing and technology exchange as important factors to businesses worldwide and as techniques that work hand in hand. Both concepts involve immersion of technology into the marketplace and require development toward commercial applications; therefore, they are advantageous to both large and small companies. The commission recognized that the great initial challenge is bringing technology to the marketplace. Scientists do not attract potential investors since most research is conducted through federal-, private- and university funded laboratories with a specific purpose in mind. Though the developing technology may have many market applications, only those applications of specific interest to the researchers are pursued; hence, many applications may be left untapped.

The commission established that although technology and business should be drawn to each other by the very nature of the professions, personal relationships bring the professions together in actuality. Without a formal means of cultivating personal relationships between professionals in the two fields, business and technology may diverge. Venture capital firms and consulting companies may act as the needed formal institutions whose product represent a combination of technology and business and, as such, may facilitate professional relationships. The commission recognized that such relationships between individuals can be the primary factor in bringing ideas and finance together.

#### THE UNITED STATES

##### VENTURE CAPITAL

The commission addressed the role of venture capital firms in entrepreneurial development. Venture capital firms provide financing for entrepreneurial enterprises and provide active participation in management and long term investment. Often venture capital firms will build a completely new company around a new technology. The delegates noted software and computers (highest levels of investments), medical-health care, communications and data systems, biotechnology and automation systems as the industries which draw most venture capitalists. Venture capital work has focused primarily in the United States, in California, with interest in Boston, Texas, Minnesota and Pennsylvania. The commission recognized the need for a venture capitalists in the emerging democracies and the former Soviet Union.

## STRATEGIC PARTNERSHIPS

The commission identified strategic partnerships as means to combat the stiffening competition in international business. The pairing of companies to benefit both participants has various advantages and disadvantages. For the smaller company, an infusion of capital will enable continued research; it will reduce the risk of capital reduction; it will bring diversification into new markets with minimal cost and effort; optimize the use of management and resources, and quicken return on investments. For the larger company, benefits include contributed creativity and innovation, stronger positioning in existing markets and a window on technology and new markets. The commission also recognized that strategic partnerships do have their deficiencies -- notably, a 50% failure rate due to differences between business and national cultures.

## JOINT VENTURES

The commission identified joint ventures as another valuable resource for businesses and individuals accommodating the shifting world economy. These are similar to the strategic partnerships, but they may, in fact, be more valuable. Joint ventures involve a sharing of the innovation process between large and small firms, rather than the initial division of responsibilities. The commission recognized the following as the qualities essential to a successful joint venture: (1) an honest examination of company and personal agendas, strengths and weaknesses, goals and strategic positioning; (2) the cost effectiveness of engaging an outside consultant who has already gained experience in his or her given area of interest; (3) involvement of staff and advisors, attorneys, accountants and board of directors early on, although not in the initial meetings with the prospective partner; (4) an awareness of hidden (and possibly mutually exclusive) agendas, both corporate and cultural; (5) an understanding on the part of each team that the partnership meetings are negotiations, not bargaining sessions; (6) something valuable to be gained by both sides from a cooperative effort, and (7) installation of a regular program of evaluation and response.

Long established cost and value relationships between companies, their customers and their competitors are entering a period of dramatic flux. The commission recognized that a rapid intensification of price competition will result. In this changing economic environment, technology exchange, licensing and partnerships can not only help smaller companies make a move into the marketplace, but also help larger companies remain competitive.

## EUROPE

### WESTERN EUROPE

The commission recognized that European unification is moving forward and gaining momentum. This unified single market promises an economy larger than that of the United States with an enormous consumer population and millions of new jobs. Delegates recognized also the many barriers to unification and the threat they pose to small and large European businesses. These barriers include the dispute over the varying policies of different member nations, the effect of varying tax rates, the effect of even small legislative and judicial decisions, the problems of differing regional tastes, and the lack of a unified currency. European business now face nuances of competition they have not previously faced.

Delegates agreed that, in light of the current obstacles to the unified market, European businesses will need to establish a momentum of their own. There has already begun a wave of mergers and joint ventures across the continent. Cross border combinations are becoming more and more common. Small and large businesses need to adopt a long term strategic plan. They must acknowledge the international nature of economic success and should expand through mechanisms, such as strategic alliances. Businesses, particularly small businesses, cannot hold action until standardized patterns of trade and policy emerge.

### EASTERN EUROPE

The Commission recognized the value of Eastern Europe in the future global economy. Already in the region, signs of entrepreneurship have emerged, indicating that there is great promise in the region for business growth and to become a viable partner for trade. Delegates recognized, however, that there is a dire need to train Eastern European workers and managers. Workers must become familiar with the concepts of privatization and competition on a first hand level. Foreign business must also be encouraged by the regional governments rather than threatened by the existing tangles of bureaucracy.

## COMMISSION II: AGRICULTURAL TRADE POLICY

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Commission II, Agricultural Trade Policy, examined three broad categories for strategic development of global agricultural trade policy: trade policy framework, strategic development considerations, and social responsibility.

### TRADE POLICY FRAMEWORK

The commission recognized that agricultural exchange, technology and trade advance constitute the basis of our present society. They are a key element for the establishment of the interdependence and effective security network of different societies, as well as for economic development. Food security worldwide will be enhanced by the development of a more open and free international agricultural framework. Such a framework based on comparative advantage in production, processing and distribution can provide significant benefits to citizens of the industrialized nations, the emerging democracies of Central and Eastern Europe, and the rest of the world. The radical geo-political transformations we have recently witnessed creates new opportunities and challenges to achieve global food security through free trade.

The translation of this general principle into actual policies falls short of its goals. The November agreement between the European Community and the United States and the related reform of the European Common Agricultural Policy, by establishing parameters for export subsidies, sanctioned and validated forms of trade protection that will prove to be difficult to eliminate in the future.

The most obvious shortcoming of the negotiations thus far is the non-tariff barriers to trade. For example, the recent establishment of a unilateral set of regulations to food labelling in the United States shows that the EC and US do not have coordination mechanisms sufficient to jointly resolve a critical issue that has implications for non-tariff barriers to trade across the Atlantic. Despite its shortcomings, the final agreement of the General Agreement on Tariffs and Trade (GATT) should be ratified as soon as possible to clear the way for new expanded rounds of trade which would consider the consequences of the volatile economic and political realities in a reshaping world.

Issues considered by the commission to be critical to the establishment of a new trade policy framework were direct export subsidies, market access (i.e. public health, sanitary, and phytosanitary provisions), internal domestic supports, GATT operations, adjudication and enforcement.

#### STRATEGIC DEVELOPMENT CONSIDERATIONS

The commission recognized that the promise of integration of the former Soviet Union and Eastern Europe into the democratic community is jeopardized by the West's preoccupation with its own internal economic problems. After the collapse of the political Iron Curtain, we risk now the creation of an economic Iron Curtain, freezing the products of the newly independent states out of world markets.

Continued worldwide stagnation of agricultural trade and development fuels large-scale illegal immigration of economic refugees into the healthier Western economies. Such economics-based immigration to the West will lead to increased social and budgetary stress, as well as lack of development of these countries as new markets for Western products. Such considerations are still defined as foreign policy issues which are politically difficult to address in recessionary times. However, they should be factored into the domestic policy equation because they impact employment, housing, health care, education, and other purely domestic policy in the form of budgetary demands.

The commission recognized the necessity of responsible leadership in North America, Europe, and our industrialized allies. Helping the emerging nations develop their food sector and gain access to our agricultural markets is in our national economic and strategic interests. To date, the response of the US and EC has been woefully inadequate in meeting the need to stabilize both the economic and political situations in these nations.

Improved trade with Eastern Europe and the former USSR is the best form of aid. Traditional approaches to economic development assistance, such as providing surplus food and macro economic reform, will likely be ineffective. Innovative, specialized solutions are required.

#### SOCIAL RESPONSIBILITY

The commission recognized the increasing effect of social and political issues on agricultural trade on these emerging, yet extremely volatile democracies. In addition to economic issues, agricultural trade negotiations require consideration of such issues as immigration, the environment, consumer's rights, and the role of women. Although GATT and other trade agreements establish the framework for world-wide trade, these other issues become the determinants for the implementation of trade agreements.

For example, the transfer of labor from weaker to stronger markets, as well as the increasing number of displaced workers requires that immigration policy be addressed. Environmental interests will also continue to challenge agricultural production. The issue for agricultural and trade is to maintain a high quality and inexpensive food and fiber system while maintaining a sustainable natural resource base, and remaining economically viable. Consumers have a major interest in the price and quality of food products, and should play an important role in future trade negotiations. An International Consumer Advisory Committee should be formed to develop criteria and internal pressure for governments that would ensure quality, safety, product standards at affordable prices. Finally, the role of women in production, leadership, and economic development throughout the world must be addressed.

The opportunities and benefits of a rapidly changing world can only be realized through productive and decisive leadership. Only through a freer, more responsible system on agricultural trade will both industrialized and emerging economies achieve long term economic benefits.

## COMMISSION III: SCIENCE AND TECHNOLOGY COOPERATION

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Commission III, Science and Technology Cooperation, met to discuss the many capacities and the future roles of science and technology. These included such issues as the importance of private sector cooperation for successful technology transfer and development, the need for technology networks, the

importance of utilizing all human resources, the need for short term, but qualified assistance to the former Communist countries, and the value of East-South scientific and technological cooperation.

The commission's diverse representation from the US, Mexico, and Europe strengthened the discussions and added a variety of new approaches toward scientific and technological problems. The commission acknowledged that science is inherently international. It is a fundamentally universal element of any society which, with the proper nurturing, can be an element shared by all societies and the benefits extolled globally. Scientists have helped to transcend national boundaries. There is therefore a need for exchange between scientists, between disciplines, and between individuals. Barriers to science must be broken and relationships enhanced in order for our global society to truly advance. While we encourage the capacity for international mobility, large scale migrations of scientists and engineers which may deplete capabilities in specific countries must be avoided.

The commission recognized the need for short term assistance and cooperation of the scientific and technical communities with the former Communist countries during the current transition period, but stressed that this assistance not encourage continuation of inefficient practices. Incentives to link scientific and technological capabilities to the economic and social needs of a particular country must be developed. In discussing East-West and North-South issues, the commission discovered that similarities exist; important lessons can be learned and mutual benefit achieved if East-South scientific and technical cooperation is encouraged.

The commission recognized the importance of private sector cooperation to successful technology transfer and development. This cooperation includes government assistance, private and non-profit exchanges, as well as corporate exchanges in science and technology. In support of this the commission noted the need to involve all human resources, including women and ethnic minorities, in the development of science and engineering capabilities.

In support of these newly identified goals for science and technology, the commission felt that communication may be given new emphasis and value. There is a need to establish technological communication networks (such as E-mail networks) which could encourage international cooperation and further scientific and technological development.

Finally, the new world of science and technology will be a world of balances and innovations. New balances must be met between basic and applied research, between the emphasis on science and the emphasis on technology, and amongst the support of all the various disciplines. We need innovative approaches to science and technology education, and a move toward interdisciplinary approaches and institutions. We must integrate the industrial center into the scientific world through partnerships and increased flexibility between industry and institutions. Again communication is the most likely bond between the theorists and the executors of science and technology. We must strike a balance between short term aid and the long term priorities in the former Communist countries. Both in reflection and looking forward, the delegates agreed that exchanges and friendships can be the working base for all types of negotiations, especially science and technology exchange.

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Commission IV, International Finance, was dedicated to the study of international finance and its role in a world currently integrating monies and combining markets. Delegates approached the topics by breaking the world into regions, treating each as a case study. These regions were: The United States, Eastern Europe, and Western Europe.



The commission examined the present economic situation of the U.S. the effect of the new democratic administration on international finance, and tried to establish a forecast for the future. When determining the role of the United States in this new era, delegates agreed that the U.S cannot be a financial role model for developing countries. The United States' financial system only functions well at surface level.

Eastern Europe was best represented at the Conference by the countries of Croatia and Poland. Croatia deserves the world's applause for the progress made in two years under extraordinary conditions. It is organizing itself as a state from scratch, with no precursor or preexisting foundation within its own society. Croatia was, however, able to follow the example of another country making a similar transition -- Poland. Poland, with no example to follow, has been in a period of transition for almost three years with little measurable success. Like Croatia, Poland had no foundation for the new finance system, but it also lacked the benefit of lessons learned by other countries making a similar transition.

The commission analyzed Western Europe through two main issues: the new European Monetary System and the problems associated with the reunification of Germany. The events of the past September proved that establishing a European Monetary System will not be as easy a process as Europe had expected. Still, the Maastricht proves the European commitment and will to progress. The turmoil experienced in September could be solved with further coordination of the monetary and fiscal policies of the European communities. It is also clear that many mistakes were made along the path to the unification of Germany. The costs of such a measure were badly underestimated, creating problems not only for Germany, but for the entire international financial system.

The commission traveled to Washington, D. C. where delegates met with representatives of the United States Federal Reserve, the United States Treasury, and the International Monetary Fund. Delegates found that the concerns of these institutions were no different than their own, again emphasizing the need for and the promise of international cooperation. Eastern Europe has shown the benefits of knowing and understanding each other's lessons not only to broaden perspectives, but for practical implementation of new financial systems.

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Commission V, International Trade Law, met with a special appreciation for the historic opportunities presented in 1992 for the world. As the threat of military confrontation recedes across most of the globe, commerce becomes the primary international arena. As players in that arena, we were especially interested in seeing international commerce expand to promote prosperity and stability in our world's new political order without destabilizing our ecological order in the process.

1992 was a year of fundamental developments in international trade, globally and particularly in Western and Eastern Europe and North America, each of which were addressed by the commission:

- Only days before the Conference, the breakthrough in negotiations over agricultural subsidies in Europe opened the door to a successful completion of the six year long Uruguay Round of the 105-nation General Agreement of Tariffs and Trade (GATT).
- The European Community (EC) completed its "Europe 1992" program for economic integration by eliminating nearly all of the technical, fiscal and physical barriers affecting intra-EC movement of goods, services, capital and people.
- The Maastricht Treaty was signed in February establishing a blueprint for future monetary and political union for members of the EC.
- The seven-nation European Free Trade Association (EFTA) joined the 12-nation EC in the new European Economic Area (EEA), uniting essentially all of Western Europe in a single free trade zone.
- In Eastern Europe, Russia began the process of privatization already underway in other East European countries of the former communist bloc.
- In North America, the North American Free Trade Agreement (NAFTA) was signed to unite Mexico, Canada and the United States in a free trade zone rivaling Western Europe in size.
- Not least significant, the Rio Conference forced the world's attention to the inherent conflicts between expanding trade and protection of the environment.

#### EUROPEAN UNION

The implementation of the EC's "Europe 1992" program and the union of the EC and EFTA counties into a single free trade zone are giant strides towards the long-sought goal of European union. The greater vision of a "United States of Europe" with a single currency and political union became clearer with the signing of the Maastricht Treaty by the EC countries in February. The view of Europe's future from our commission was not so clear. Some approved the drive for further monetary and political integration citing the original purpose of European Union to so bind Germany and France and their neighbors with each other that war between them was no longer possible. Others pointed to short-term obstacles--concern for national

sovereignty--which may bar the path to monetary and political union in Europe. It was suggested that the architects of further union have not adequately consulted or estimated the depth of nationalist feelings, demonstrated by the recent Danish referendum rejecting Maastricht. Others responded that greater centralization of authority can paradoxically have a decentralizing effect, enhancing the national status of the "nations within nations" of Europe such as the Scots, the Catalans and the Lombards, resulting in a Europe of national regions rather than a Europe of nation-states. What emerged from the dialogue was the image of a three-tier or four-tier form of European union, with some EC states proceeding with the Maastricht plan for a single currency and common political citizenship while others retain their national currencies and political independence within the current EC framework. Some delegates proposed that the new EC-EFTA free trade zone offers a means of entry to a united Europe for the newly free countries of Eastern Europe and the former Soviet Union, while other delegates felt that a fourth "tier" will be required to accommodate these countries during their difficult transition to market-orientated economies. One intriguing suggestion was that certain Nordic countries may seek to bridge the Atlantic by joining NAFTA in addition to or even instead of their membership in the Western European free trade zone.

North American delegates expressed support for economic integration which promotes stability in Europe, although there was some concern for the ability of smaller American businesses to compete in the new Europe. The wisdom of expanding the existing US-Canadian Free Trade zone to include Mexico under NAFTA was not seriously challenged. Unlike the EC's common market with its common bureaucracy and external trade frontier, NAFTA is a free trade zone designed to reduce and finally eliminate most tariff and no-tariff barriers to trade between Mexico, Canada and the US over several years. Most delegates believed that NAFTA will promote prosperity and stability in North America. It was suggested that NAFTA is not a radical change in North American trading patterns but rather a recognition of dramatic trade growth and economic integration already underway as a result of Mexico's trade liberalization under President Salinas and the evolution of US multinational corporations. US concerns focused on NAFTA's impact on the environment and US jobs. As to the environment, it was suggested that Mexico's environmental protection laws are quite similar to those of the US and Canada but that Mexico's enforcement of those laws is inadequate. As to job displacement, the commission considered EC job-retraining programs and other measures for models in addressing the inevitable loss of certain jobs and industries, even as new jobs are created and other industries grow, as a result of free trade. The possibility of NAFTA's growth south, perhaps to include Chile next, was noted.

#### US TRADE POLICIES

At the US Department of Commerce, trade officials expressed general satisfaction with current US trade relations with Europe, Mexico and Canada. US goals and areas of disagreement with Western and Eastern Europe and Mexico were discussed, as were structural differences in our governments' management of trade policy. It was noted that US exports constitute a far smaller percentage of GNP than in any other industrial nation. Current US governmental efforts to expand exports, said to be far below that of any other industrial country, were outlined. The European and North American free trade areas were viewed by the US officials and by the commission not as adversarial trade blocs but rather as complementary steps towards further global trade. While the possibility of expanding free trade agreements across the Atlantic or south from North America was acknowledged, and anticipated, GATT was declared still to be the centerpiece of US trade policy, on the ground that global expansion rather than regionalization of trade best promotes US interests.

#### THE EMERGING DEMOCRACIES

The commission addressed the special problems confronting the former communist bloc countries of Europe in participating in international trade. Structural differences between the economies of Poland and Russia, the methods by which they might join the process of European economic integration, and US public and private initiatives to assist trade and investment were discussed, as were the ever-changing, frequently inconsistent and usually unavailable laws in these countries.

#### THE ENVIRONMENT

Environmental protection is only now being recognized as an important trade issue. Most existing bilateral and multilateral trade and investment treaties were negotiated without any consideration whatsoever of their impact upon the earth, air, seas, river, forests, wildlife and other natural resources. The commission

considered the relationship between expanding trade and the environment and the necessity for future trade agreements to recognize legitimate environmental protection laws not as trade barriers, but as an essential element in the sustainable development of our planet. It was suggested that disputes between developed and developing countries with differing priorities might be resolved more easily in bilateral, regional trade agreements than in the GATT, but that because the environment is a global problem it should also be addressed directly in the next GATT round of negotiations. It was also suggested that because the environment is not just a trade issue, negotiations and dispute resolution proceedings should not be left just to trade officials but instead conducted in a more democratic manner open to public input at all levels.

## COMMISSION VI: CHANGING SECURITY RELATIONS

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Upon the arrival of the Europe America delegates in Baltimore, Commission VI, originally named "Changing Defense Relationships" was renamed "Changing Security Relations." The commission members felt that the term "security" better described the focus of the commission, as including the broader underpinnings of defense rather than strictly military issues.

The commission examined global security through four general windows. These were (1) European national perspectives on security; (2) human rights: the United Nations and international concerns; (3) the US view of security, the Atlantic Alliance and (4) "The New World Order;" and the EC and Western European perspective. Particular attention was given to the area and concerns of the former Yugoslavia. For each category, the commission established goals, issues, and conclusions. The results are as follows:

#### THE EUROPEAN NATIONAL PERSPECTIVES ON SECURITY

The goal of the European national perspective is to rapidly further economic and political development in Eastern Europe. The commission acknowledged that there must be a West to East transfer but that it must take the form of cooperation rather than donation.

In achieving those goals, Europe must consider that economic weakness leaves a power vacuum which, in turn, invites instability. It must consider the conflicting interests and volatile potential of the many ethnic nationalities present in Europe. And finally, it must consider the possibility of a "reconstructed" Russian threat, should Boris Yeltsin, President of the Russian Federation, lose to radical military forces.

The commission concluded that Europe feels few external challenges but great internal challenges. Fortunately, the end of the Cold War allows Europe time to address these internal challenges.

#### HUMAN RIGHTS: THE UNITED NATIONS AND INTERNATIONAL CONSIDERATIONS

The commission recognized the goal of the international community as the need to make international intervention on behalf of human rights a legitimate cause. Before this can be achieved, political leaders must first determine how or what institutions create that climate and impartiality, and how to balance national rights and interests with community rights and interests.

The commission concluded that world community may be nearing a general agreement that human rights violations and genocide must stop and that we may also be nearing a US-West European willingness to act.

#### US VIEW OF SECURITY, THE ATLANTIC ALLIANCE, AND "THE NEW WORLD ORDER"

It is the goal of the United States to see political stability from the Atlantic to the Urals and to preserve US interests. This requires that the US role be rethought and reshaped. We must establish a new role for NATO in policies, giving Europe more opportunity, leadership and responsibility.

The commission concluded that the US will remain involved in Europe and that this is a vital global role. The US will not permit NATO to be diminished until better ways evolve to promote US interests. Currently neither the Commission for Security and Cooperation in Europe (CSCE), nor the Western European Union (WEU) fill the role.

#### THE EUROPEAN COMMUNITY AND WESTERN EUROPEAN PERSPECTIVE

The commission recognized the goals of this community as the development of political union, enlarging the EC as rapidly as economically and politically feasible, and the development of an independent military identity and policy, possibly the WEU. The issues to consider are the rate at which the EC can expand and is this rate fast enough to meet the needs of Eastern Europe. Is the "broaden vs. deepen" debate strictly an internal one? Should the "democratic deficit" delay enlargement?

The commission concluded that the European Community or its evolved form of political integration is probably the future form of Europe (from the Atlantic to the Urals).

## COMMISSION VII: INTERNATIONAL POLITICAL SYSTEMS

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Commission VII, International Political Systems, met to discuss various topics considered important to the future of the international system. These included lobbying, the Maastricht Treaty, Russia and Eastern Europe, and the Secret Police. All representatives, but particularly those from the emerging democracies, expressed the need for world-wide cooperation. Conclusions drawn by the commission are as follows:

#### THE POLITICAL PROCESS: LOBBYING

Lobbying must be present in all democracies, as it is, in essence, the petitioning and influencing of government by private citizens. However, lobbying has also been considered the control or corruption of government by wealthy special interest groups or private citizens. A balance must be struck which protects the right of expression and petition, while preventing "government for the highest bidder" which marginalizes those without economic power.

Emerging democracies are beginning to grapple with this dilemma as they create institutions and draft regulations. They are conscious of the need to foster public interest and participation in their new democratic systems, and of the fact that powerful money interests will be the first and most vocal petitioners of government.

#### INTERNATIONAL POLITICAL COOPERATION: MAASTRICHT

The desire for a European Community has been based on the theory that economic interdependence will foster peaceful relations and prevent wars like those which have ravaged the continent twice this century. Europe has moved toward economic unity, but the second step of "1992," that of political unity, has met great resistance.

Europeans have allowed economic integration, convinced that such free trade will result in a general rise in European prosperity. Yet they have been unwilling to give up national identity and political control.

This fear has coincided with economic situations also unfavorable to political consolidation. Germany's costly East Germany financing has led to high interest rates and turmoil in international finance, thus causing many Europeans to rethink the advantages of unification. The worldwide recession also caused citizens to look inward at national problems rather than outward at international abstractions.

Referendums have shown that political consolidation faces an uncertain future. Possibilities for the future include retrenchment and abandonment of the concept, a "two-speed Europe" in which the dedicated Mitterand and Kohl lead France and Germany into integration ahead of the more wary, or an eventual absolute success in which twelve or more nations do subject themselves to international governance from Brussels.

### INSTABILITY IN EMERGING DEMOCRACIES: RUSSIA AND EASTERN EUROPE

Many newly-empowered citizens in emerging democracies have yet to psychologically embrace democracy. Citizenries are frequently re-electing the Communists they have fought to remove, voting instead for powerful military personalities rather than considering ideology, and thereby becoming disenchanted with politics in general. Most emerging democracies enjoy only 20% participation in elections. These political problems are compounded by general economic stagnation or disintegration, minority dilemmas and violence, and border conflicts with neighbors.

Although most of these problems are inevitable internal results of the disintegration of the former Soviet Union and a post-Communist economic infancy, it is also inevitable that the Western democracies act to assist in political and economic development. Financial assistance will be important, but not crucial--technical assistance is the true necessity. Also needed to bolster an embryonic capitalism is foreign investment by Western multinational corporations.

Politically, Western Europe must take the lead in resolving European conflicts such as those in Yugoslavia and the former Russian republics. The United States increasingly will not have the means or desire to continue as "the world's policeman," and Europe must begin to take care of its own house.

### THE TOTALITARIAN ASPECTS OF DEMOCRACY: THE SECRET POLICE

As emerging East European democracies dismantle the remaining Communist apparatus, a common discovery is the existence of extensive files on citizens, collected over the years by secret police. Besides deciding what to do with these sensitive remnants of Communism, these new democracies must decide whether or not to have secret police institutions in their new societies.

Judging from the experience of developed democracies, states will always have a need for some form of secret police, in order to combat terrorism, for example. The question is how to regulate this institution so as to minimize the dangers of creating a Russian KGB, or a Hoover FBI. The main concern in the future is likely to be the rapidly expanding database of information, made possible by computers, which has the capability of being employed for "electronic totalitarianism."

## COMMISSION VIII: HUMAN RIGHTS AND CULTURAL DIVERSITY

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Commission VIII, Human Rights and Cultural Diversity, met to discuss a wide range of issues including multiculturalism, women, human rights and politics, and social and economic justice, as well as the role of non-governmental organizations in a democracy. The commission had the opportunity to meet with Baltimore Mayor Kurt Schmoke, to tour one of the nation's largest homeless shelters in Washington, D.C., to visit a Maryland Historical Society exhibit entitled "Mining the Museum," and to meet with a wide range of representatives of non-governmental rights organizations.

Commission activities directly involved delegates in discussions with policy makers, human rights advocates and service providers. The range of activities and guest speakers emphasized the diverse cultural composition of the US and attempted to illustrate how the promotion of tolerance and human rights better serves causes of social, economic and political justice. While the program sought to highlight positive aspects of multicultural societies, serious problems, such as urban unrest, racism and poverty, were integral to all discussions. The diverse backgrounds of commission delegates contributed to a wider appreciation of concepts of human rights and the value of multicultural undertakings.

The group generally agreed that there is a serious tension between the notions of cultural diversity and the nation-state, but that there exists a responsibility on the part of all governments to protect the rights of minorities--that is, to promote tolerance and understanding among all groups.

The group also agreed that in the wake of the unprecedented changes which have taken place in Europe, minority rights are one of the most critical issues facing countries, particularly in emerging democracies. The threat is a disruption of peace in Europe itself. These struggles have often been as compelling and passionate as any in the history of the West. The group noted, however, that the rights of minorities are not only at issue in the East--virtually all countries struggle with the issue in its complexity.

## COMMISSION IX: ECONOMIC CONVERSION

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Commission IX, Economic Conversion, addressed the changing economies and needs of Central and Eastern Europe and the ramifications of these changes for its US counterparts. The commission dedicated its work to the practical implementation of an ideological transition: how and when can we complete a successful transition from our over-militarized societies to economic societies prepared for the future. How do we redirect the vast reserve of people, careers, and monies invested in defense to meet the crying needs of our societies?

### VIEWS ON ECONOMIC CONVERSION

The commission defined economic conversion as the orderly redirection of resources from military activities to socially and environmentally useful endeavors. Included in such a definition are the more specific technical issues of how to transform military bases and defense plants while retaining workers and revitalizing the economies of military dependent communities. The commission addressed the issues of new national priorities and established that effective economic conversion requires a conversion of values as well. A change in public opinion must precipitate a change in resources. The country must develop a new way of seeing national security, a broadening of security and a global security which includes not only adequate military defense (which could be met with a fraction of what we currently spend) but also a healthy and educated population. Each of these is a critical component of national security.

The commission recognized the end of the Cold War as the urgent opportunity to rapidly and expeditiously transfer the talent, technology, and the capital resources from the military to other critical areas. It is particularly important to identify the talent in the US and the people whose careers have heretofore been committed to defense/offense industry. This same talent may now be used to address other critical needs facing our society in the 21st Century.

## TWO STAGES IN ECONOMIC CONVERSION

The commission recognized two stages of economic conversion. The first is shifting personnel, facilities equipment and technology in a smooth, disciplined manner from the defense industry into other sectors of the economy. The second is economic stimulation and revitalization. One key problem is the relocation of workers in the defense industry into the civilian sector. The commission recognized also the need to end the sale of weapons overseas. Not only is this destabilizing globally, but it forecloses the probabilities of companies having to look into new non-defense opportunities. This is both a problem and an opportunity, because when we shift resources from military to civilian activities we can generate millions of new jobs and thousands of possibilities for business ventures, and multinational cooperation. The goal is then a sustainable and equitable global economy.

## THE VIEW FROM RUSSIA AND OF RUSSIA

The commission paid particular attention to defense conversion in the former Soviet Union, placing particular emphasis on Russia. It was established that we cannot solve the other problems of the economy without solving the problem of defense conversion; these problems cannot be separated from the general economic situation faced in the course of systemic transition. Keeping in mind the financial bankruptcy of the state, industrial decline, inflation and dramatic lowering of living standards, we must overcome the technological and cultural gaps between nations and orient ourselves to a needs based approach. The commission established that the achievement of prosperous peacetime industries through economic conversion of military industries is a worldwide challenge. The commission agreed that the greatest obstacle to this transition is a citizenry accustomed to a deemphasis of creative and productive activities and to blaming "the system" for its woes. It recognized the crucial link between a vital economy and an attitude of personal responsibility which must be adopted by the individual members of society. To facilitate the process, structure, principles, transportation and legal policies must be carefully thought out. Delegates acknowledged that Russia's greatest resource is its people's intellectual resources. The greatest problem is keeping these resources within the country of their origin. Now that the limits of military power have been revealed, we must develop alternative means of conflict resolution and continually work toward that goal.

## COMMISSION X: LAND USE & REFORESTATION / CLEANING THE SEAS

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Shortly before the Europe America Conference, Commission XI, Land Use and Reforestation, combined with Commission XII, Cleaning the Seas. Members realized that many issues of environmental degradation are indistinguishable along the lines of land and sea. The commissions therefore, chose to work as one commission and jointly address the different types of environmental degradation, the causes of environmental destruction, and the means of coping with existing ecological damage and prevention for the future.

### IDENTIFICATION OF ENVIRONMENTAL CONCERNS

The commission's delegates represented the regions of Western Europe, Eastern Europe, Southern Europe, Mexico, and the United States. Through region-specific reports from each delegate, the commission identified the major environmental issues facing the global community. These included the rapid deforestation of dry and tropical rain forests, the migration of the rural population towards coastal areas and wetlands, urban development resulting in deforestation, shore erosion, fish depletion and species extinction, depletion of natural resources, and toxic contamination of land and sea.

## CAUSES OF ENVIRONMENTAL DESTRUCTION

The delegates attempted to specifically identify the various causes of environmental degradation. Using the Chesapeake Bay as an example, agriculture and highway construction were cited as the two main sources of pollution. Migration to bay areas and the increase of the tourism industry there poses a great threat to the coastal environment, as does dumping trash into local bodies of water. The commission noted that untreated sewage is being pumped into the oceans, contributing to the death of coral reefs and other ocean life.

The commission observed that as nations industrialize, they harm the surrounding environment either through dumping, smokestack emissions, or problems associated with transportation of the supplies and products of industrialization. Also associated with industrial pollution are acid rain and toxic chemical use. The commission noted also that urban development often threatens the environment with an increase of automobiles and an increase of building development (and subsequent deforestation). In order to accommodate larger and more heavily populated cities, issues of environmental protection are ignored. The unification of Germany, for example, requires more roads in East Germany and more cars for Germans. The hazards to the environment are not only ignored, they are increased. Delegates debated the question of ultimate responsibility for the damages done and for their clean-up, as well as these conflicting interests of rapid economic development and long-term environmental preservation.

## EXISTING SOLUTIONS AND IDEAS FOR PREVENTION

The commission addressed environmental preservation and incentives that reward environmentally sound practices and shared developments in their respective countries. For example, the Maryland Agricultural Extension Service has been created to protect the soil from unsafe practices by farmers. A similar project, the Conservation Reserve Program, provides monetary incentives to those farmers who refrain from planting on highly erodible soils for ten years. Additional money is given to those farmers who plant trees on their property. The delegates agreed that the best means of prevention is environmental education. Educational projects should encourage children to plant trees and conserve energy; they should work to mobilize community action which, in turn may encourage and support policy changes on the federal, state, and local levels.

Foreign delegates spoke of efforts in their own countries to preserve the environment. The German government recently enacted a law that requires eventual 90% recycling. In Turkey, national parks and national reserve areas have been established to prevent destruction of forests, as one-third of the country is forested area. In Portugal, the Ministry of Environment and Natural Resources was established in 1990 to preserve the environment, as tourism and small concentrated urban centers in the south contribute to pollution. Delegates from Russia asserted that more public support is needed in order to work for an improved environment. One idea proposed is that Russia convert its military technologies to address environmental issues; specialists have suggested that Russia's military technology, such as electronics, lasers, and magnetics, may be applied to solve problems of the environment.

Also in Russia, television programs broadcast the need for ecological awareness while centers like the International Center for Ecology have been established to maintain control over ecological situations. Marine biotechnology centers study the effects of various pollutants on plant and animal life in the oceans. Off the north shore of the Puerto Rican coast, ocean pollution studies perform a similar function. In Sweden, strict water laws have been enacted. Portugal has instituted an environmental impact assessment program to analyze problems in the environment, while Turkey struggles with the problems of "soft" or eco-tourism. This involves the difficulty of sustainable development with the need for environmental protection.

Various measures to regulate pollution in the US include using calcium carbonate to prevent runoff, and researching alternative energy sources, such as kelp, on the west coast. In the areas around the Great Lakes, agreements have been reached to reduce the amount of phosphates dumped into lakes. These agreements have brought dramatic results and have almost reversed the negative effects of phosphates in the water.

Industrial companies represented in the commission spoke of methods by which they attempt to minimize the detrimental effects industry can have the environment. They suggested a series of continuing



regulations that tighten over time, and a willingness to work with the government. They are, however, fearful of over-regulation. Cooperatives have been formed in the US to help defray the costs of purchasing the equipment necessary to meet regulations. These cooperatives advise in international situations and may contract equipment.

#### EDUCATION AND THE CITIZENRY

The commission identified education and international cooperation as the two most important elements in protecting the environment. Each individual has a role in the achievement of global understanding, whether it be as farmer, legislator, developer, or industrial manager. Simple lifestyle choices (using public transportation, recycling, planting trees in local neighborhoods, etc.) make an important difference in preserving our planet for future generations.

The commission recognized that the main problem encountered cross-culturally is public ignorance of laws and pollution, and the "not in my backyard" mentality. There is a unquestionable need for action by citizens. Also noted was the role of the regulatory process in guiding appropriate land use and environmental protection. Delegates differed, however, upon the degrees to which people could influence their governments and bring about the changes necessary to protect their environments. Russian delegates mentioned the lack of support for environmental programs, as well as the general lack of interest in environmental issues. The commission identified certain issues of educational and information exchange as those that must be considered before the global community will see solutions: how to organize a network to address the issue of marine/coastal pollution; how to implement a program to overcome national issues; the means to designate the important groups, organizations with different wealth, political power, research skills, educational background, and scientific expertise; and finally, the means of educating the public of the danger to our environment.

The commission agreed that the most valuable means of prevention is to involve citizens at all levels to influence their local and national governments to enact policies that will protect one of our most precious and irreplaceable resources--our environment.

## COMMISSION XI: GLOBAL ENVIRONMENTAL PROBLEMS

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Commission XI, Global Environmental Problems, represented the union of two previously scheduled commissions on global environmental change and toxic-waste issues. The first subject provided a general view of the increasing pressures placed on the global environment through expanded human resource use, while the second presented specific focus for much of the discussion. The commission possessed an exceptional international composition, including twelve European nations--Austria, Czechoslovakia, France, Germany, Hungary, Iceland, Italy, The Netherlands, Poland, Russia, Sweden, and the United Kingdom--plus the United States. Additionally, the commission's broad spectrum of professional participation, i.e., science, education, government and industry, together with its cooperative outlook led to spirited discussions of environmental-change issues. Perhaps the most surprising early finding of the commission was that all members agreed that the time has come to address global environmental degradation; the remainder of the week was devoted to fleshing out the exact nature of the problems and discussing the possible solutions.

The topical framework covered the following issues: overview of global environmental change; biological diversity; industrial ecology; atmospheric emissions, acid rain and climate change; and hazardous waste management and cleanup. From this framework, discussions evolved on many issues, including: future constraints on consumption and energy use; regional-scale environmental problems, especially transboundary issues; the role of unilateral, bilateral and multilateral environmental legislative uncertainty in science and decision making; whether the US Environmental Protection Agency is an international role model or villain; the environmental effects of the former socialist countries' democratization and economic restructuring; the interaction of science and policy; and environmental and economic sustainability.

Commission members participated in three field trips. The first was to a badly polluted, toxic cleanup site. Members saw first-hand the difficulties involved in resolving the conflicting needs of business and public safety, as well as the physical hardships associated with the cleanup itself. The commission also visited DuPont agricultural chemical research facility to see how a major actor in the international pesticide industry views and conducts its operations. Finally, the commission called upon a solid waste incinerator, complete with retrofitted pollution-control devices.

Resolutions and recommendations concerning the complex, comprehensive issues surrounding global environmental change were beyond the scope of the commission. Nonetheless, two firm conclusions resulted from the week's activities. First, resolution of global environmental problems depends on increased communications among nations and the free sharing of environmental information. Second, forums fostering international contact, dialogue and cooperation, such as the Europe America Conference, are critical to the promotion of increased communications.

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Commission XII, Religion and State, met to discuss the role that religion plays in shaping a nation's identity. Discussions included the issues of religion and political identity, religion and public education, the origins of religious nationality, religion and law, and religion and economics.

### CONFLICT AND CONSENSUS

The commission paid particular attention to the way in which religion is often fused with nationalism. Religion may be used as a means of dividing groups and pitting them against one another or it may be used

to unify and consolidate peoples. Delegates examined the competing ideologies which underlie many conflicts, particularly those in Russia and the former Yugoslavia. The need for a solution is urgent. The commission recognized that religious rivalries threaten our social fabric. If the world is to achieve stability, we must not only emphasize, but also provide education which forges new understandings between and among faith communities.

Commission members explored the difficulties of using public education as a vehicle for religious instruction, which in turn may lead to religious tolerance. Some individuals believe that there are basic values to which every major religion ascribes and that schools have a responsibility to disseminate these universal norms to their students. Others argue that these values cannot be taught apart from a thorough grounding in a particular tradition.

Delegates reviewed and discussed the United Nations' Declaration of Intolerance, emphasizing two main principals: freedom of religion and belief, and freedom from discrimination. Delegates recognized that this document and other documents like it assume that civil and religious identity can be clearly differentiated. The delegates questioned what can and should be done in situations where civil and religious identity are indistinguishable.

The commission concluded that individuals must remain committed to discover the many resources within our religious traditions if they are to promote justice, peace and reconciliation. The commission noted that open communication is essential to solve ethnic and religious conflicts. In keeping with that spirit, the delegates agreed to generate a semi-annual newsletter. Religious leaders must take innovative steps to overcome their theological and national parochialism if religious intolerance and violence is to stop.

## COMMISSION XIII: HOUSING AND URBAN NEEDS

Roy Higgs (USA)  
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*Special mention goes to the following individuals and organizations who contributed to the success of this commission:*

Regional Building Systems, Inc.

Development Design Group, Inc.

Mr. Bill Struever  
President

Struever Bros., Eccles and Rouse, Inc.

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Commission XIII, Housing and Urban Needs, met to discuss the various issues of housing and urban needs. Discussions revolved about the inextricable link between affordable housing and social and economic urban situations. The commission addressed the issues of public housing, housing as a political issue, government subsidies, factors in affordable housing design, community sustainability, private/public housing partnerships, legislative restrictions that delay progress in affordable housing design, housing as an agent of democratization, renovation programs, co-housing, and homelessness. Delegates focused specifically on the current situation in US cities and used Moscow as an example of a city within an emerging democracy.

### HOUSING AS A POLITICAL ISSUE

The commission recognized that the US's allowance of a tax deduction on interest essentially subsidizes the American home buyer. Without this government assistance, the number of home buyers in the country would probably be cut by half. The lack of this government support in other countries such as Canada and Mexico presents the largest barrier to widespread homeownership. In Mexico, for example, residents spend approximately 50% of their annual income on housing which, in many cases, lack basic commodities such as clean water and septic systems.

### PRIVATE/PUBLIC PARTNERSHIPS

The commission recognized the importance of partnering organizations that focus on aggregating financial resources and providing technical assistance with nonprofit, community based organizations to support housing development. Developers are commissioned to work alongside public organizations to develop and build low income housing. The commission recognized some of the virtues of partnerships: they provide public organizations with the expertise and the speed of having professional contractors build much needed low-income housing and provide the developers with jobs and income that they would not otherwise receive. Both public and private sector have much to gain from involvement in such partnerships.

### "NIMBY" PHENOMENA

The commission recognized another barrier to affordable housing in the US as the public's perception that the presence of low-income housing devalues a neighborhood. Named after Jack Kemp's report to former US President George Bush on the status of affordable housing in the US, the "Not In My Backyard" mentality holds that with low-income housing comes the "low income lifestyle." The commission concluded that the public's mindset must be swayed before the country and its cities/communities can attempt to solve the issues of affordable housing.

### AFFORDABLE HOUSING DESIGN

The commission established that design represents a central factor to affordable housing. Architects should aim at maximizing small spaces without adding cost, ensuring that low income housing is similar to other housing and guaranteeing the quality of a home that runs on a strict budget. Architects must also determine the amount of flexibility allowed by governmental regulations and work accordingly. The commission recognized the demand on architects to make housing safe and uniform while working with very limited resources. Architects must work to give a "single family feel" that represents little divergence from the local standard, yet has a fraction of the budget. Specifics of housing design include: separate, identifiable entrances, varied elevation, moderate detailing, and landscape. The commission recognized these as affordable features that cross the perception barrier between multi and single family dwellings.

### HOUSING AS A DEMOCRATIZING FORCE

In certain regions, particularly Eastern Europe and the former Soviet Union, housing is the most significant consumer item that the common citizen may consume. Individual housing ownership greatly affects the politics of a country especially as a stabilizing force. Similarly, the lack of the housing and the inability of the political economic system to meet the large housing needs in developing countries may have devastating effects. Moscow exemplifies the critical role housing plays in the stability of a city. Delegates discussed the issues facing Moscow, such as the aging population and the movement towards privatization. They addressed what, if any, financial mechanisms can positively affect home and land ownership.

### POSSIBLE SOLUTIONS

The commission recognized the work of institutions such as the Local Initiative Support Cooperation Group, dedicated to creation of neighborhood self-help groups for low income people. The group has helped to create over 2000 self-help groups and raised over \$8 million for investment. Delegates recognized that an investment in housing is, in fact, an investment in urban renewal. These self-help groups demonstrated that there exists in every community a group with the tenacity to progress. The improvement of housing worldwide will require the work of such groups.

Finally, in attempts to make the concerns of the commission clear to the new US administration, delegates each agreed to contribute a written statement of their concerns, reflecting both individual and shared perspectives of the global housing situation. The commission chair will compile these statements into one working document which will be submitted to the Clinton Administration and circulated amongst the Conference delegates.

## COMMISSION XIV: EMPLOYMENT AND EDUCATION

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Sociologist, Advisor to the Minister, Ministry for  
Health, Family and Social Welfare



*Special mention goes to the Maritime Institute of Technology and Graduate Studies and the US Department of Labor which contributed to the success of this commission.*

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Commission XIV, Education and Employment, met to discuss a variety of issues including the aims of education, the model structure of an education system, the role of government and policy in an education system, the restructuring of society, and the consequent dislocation of workers and management.

#### AIMS AND STRUCTURES OF EDUCATION: EDUCATION POLICIES

The commission established that a universal aim for education is to raise a generation of workers who are intelligently prepared for the work they will do. There is, however, a need to prepare the population with more than just knowledge; education should build implicit awareness into personalities. Eastern Europeans, for example, should focus on civic education. Other issues that require such an implicit awareness include the environment, human rights, and ethnic tolerance.

The commission agreed that the ideal structure of an education system would be one that provides maximum flexibility. It should allow movement from one field to another. It should accommodate any age group, and always accept the individuals it aims to educate regardless of race, religion, or age. Moreover, the structure should not only accept, but invite segments of the population that have been omitted by our existing systems. These include ethnic minorities, poorer populations, and the adult members of our population who face a constantly changing technological environment.

The commission acknowledged that the change in the ideal education system reflects the changing values of society. The need for an educated populace has replaced the need for a highly educated elite. The commission also advocated the need for a global standard by which to measure the quality of an education system.

While politicians acknowledge the importance of education in policy making, it is seldom a priority when allocating resources. Short term problems consistently take precedence over education--a long term investment. We must, through constituent involvement and public support, force government to commit uncompromisingly to education.

#### LABOR AND MANAGEMENT

The commission recognized the drastic effect of recent history on labor and management. The major issues considered were the structural changes occurring in the emerging democracies and the accompanying dislocation of workers and management.

The major structural changes identified included the general movement toward a market economy, increased foreign competition, defense restructuring, and new environmental regulations. While these are progressive changes, they require a complete renovation of the work force. There is a critical need for job creation and retraining. Workers must now be individually trained with the proper skills to keep abreast of the new developments in technology.

Upon analysis of solutions implemented by different countries, the commission established that an effective solution will motivate workers to increase skills, provide firms with incentives to invest in human capital, incorporate government assistance and determine and utilize other types of available assistance.

## COMMISSION XV: HEALTH CARE

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Senior Vice President,  
Maryland Hospital Association  
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Physician, Author

Pascal Chevit (FRANCE)  
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Simon Stevens (UK)  
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Richard Wittrup (USA)  
Assistant to the President, Henry Ford Health System

Jane Younger (USA)  
Vice President, Jewish Hospital

*Special mention goes to the following organizations which contributed to the success of this commission:*

Shock Trauma Center  
University of Maryland Medical Center

National Institutes of Health

---

Commission XV, Health Care in the 21st Century, met to discuss a variety of health care issues. The focal points of dialogue were the implementation of a health care system, the international nature of health concerns and the necessity for developing a global approach to solving health problems, and future directions for health care, particularly preventative measures.

### IMPLEMENTATION OF A HEALTH CARE SYSTEM

The commission established that the main goals of a new health care system must be to contain cost and to improve access. The United States spends up to twice as much on health care (14% of GNP) as European countries, Japan, and Canada, yet according to the World Health Organization (WHO), has one of the highest infant mortality rates in the developed world. The rate of health costs in the US has been doubling every 8 to 10 years. Delegates agreed, therefore, that health care reform will take a high priority in the

Clinton administration. The commission also recognized that most European and American countries seem to be moving away from the hospital model and toward primary health care in order to improve access and contain costs.

#### A GLOBAL APPROACH: INTERRELATIONSHIPS

The commission recognized that with today's mobile societies, many diseases and health problems are a world dilemma. All nations must accept these responsibilities and develop close links to help resolve them. Health status indicators, such as the WHO's infant mortality rates, can be used to compare relative health profiles for each country.

Health issues are not isolated; they should be considered in the realm of politics, in economics, and in environmentalism. For example, health is a political issue when deciding whether health care is a right of all people and, if so, which policies guarantee that right. The emerging democracies demonstrate that health is an economic issue. As a country's economy improves (such as in Russia) so too will the ability to create an adequate health care system for the whole community. Moreover, improved health care can improve productivity. As an environmental issue, the health of certain nations is directly linked to industrial clean-up, especially the nations of Eastern Europe and the former Soviet Union.

#### PREVENTION AND THE FUTURE

The commission recognized that the future of health care should be prevention, rather than treatment. After some initial analysis, the delegates established that health care relies upon six factors: a health care system, behavior, nutrition, lifestyle, genetics, and the environment. Successful adoption and integration of these factors will depend on individual responsibility and well-being, decreased costs, aging populations, and public health. People need to learn how to take more responsibility for their own health and well-being. During times of crisis and economic hardship an improved state of well-being can improve the morale of society. A new direction of treatment, with better nutrition and lifestyle as the base line, should help reduce hospital, rehabilitation, and general medical costs. The needs of the aging population must also be properly addressed.

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## RESEARCH MATERIALS

The following organizations donated multiple copies of printed materials for inclusion in the commission background research materials:

Amnesty International, USA  
 British American Security Information Council  
 Centre For Our Common Future  
 Earthwatch Magazine  
 The Environmental Working Group, Institute For Policy Studies, The Johns Hopkins University  
 The German Marshall Fund  
 Habitat For Humanity  
 Institute For Defense and Disarmament Studies, Cambridge, Massachusetts

International Republican Institute  
Luther Markwart, American Sugar and Beet Growers Association  
National Academy of Engineering  
United States Office of Housing and Urban Development (Office of Policy Development and Research)  
The World Bank

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Tatyana Kuzmina R., Society for Cultural and Business Cooperation  
Jennifer Lewis  
Larissa Salamacha  
Ellen Scoggin  
Signs Now

### VOLUNTEER SUPPORT

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Susan S. Slagle  
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Beth Cushing  
Katherine K. Gugerty  
Allison B. Wood

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Nayla Afeiche  
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*ACIL offers internships to those seriously interested in international relations. Interns are given considerable responsibility and are encouraged to work with their university for academic credit. Intern assignments range from research to program development to communications.*

# 1993 PROGRAM SCHEDULE

Listed below are the programs tentatively scheduled for 1993. It should be noted that times and dates may vary and are subject to change. Many of these programs resulted from relationships initiated at the Europe America Conference for Emerging Leaders.

## MAY

US in Hungary and Czech Republic (May 1-15) to explore issues of business, urban affairs, and housing.

China in US (May 12-27) to visit San Francisco, Little Rock, AR, Muncie, IN, Baltimore, and Washington, DC.

US in Russia (May 14-27) to learn more about the changing political, economic, and social structure.

## JUNE

US in Syria and Israel (June 2-16) to develop a better understanding of the complexities of the Middle East through a broad exposure to the varying issues and audiences.

## JULY

US in China (July 14-28) a reciprocal visit to discuss entrepreneurship, legal systems, and social welfare.

US in St. Petersburg (July 14-28) to discuss potential business ventures.

## AUGUST

US in Poland (TBD) topics also to be determined.

US in St. Petersburg (TBD) to discuss health care issues.

US in St. Petersburg (TBD) to exchange information on US and Russian media.

## SEPTEMBER

US in France (TBD) topics also to be determined.

Women's Conference in Czech Republic (TBD); how to workshops aimed at increasing women's roles in US and European societies.

## OCTOBER

US in Vietnam (Oct. 7-21) to explore reconciliation between our countries.

US in Croatia (TBD) to discuss issues of ethnicity and politics of the region.

US in Turkey (TBD) topics also to be determined.

US in St. Petersburg (TBD) to discuss health care issues



## OTHER POSSIBLE PROGRAMS

Azerbaijan  
Georgia [Joint Caucasus Program]  
Kazakhstan  
England (Education)  
Cuba

Most programs run from 10 to 14 days. Fees vary by program but generally include airfare, lodging, meals, and transportation within the host country. If you would like more information about an ACIL program, please contact the ACIL office at (410) 539-2245.

## APPENDIX A

THE VICE PRESIDENT  
OF THE RUSSIAN FEDERATION  
MOSCOW, KREMLIN

To the participants of  
Europe-America  
Emerging Leaders Conference

The world is on the threshold of a new millennium. At the end of this century common efforts of various nations achieved important positive changes in international politics. They, in particular, succeeded in eliminating the threat of a global nuclear conflict, stopped the cold war and built up the conditions for democracy to grow and strengthened. Active contacts and cooperation between young leaders from different countries in the last decade contributed a great deal to all these processes.

On the eve of the 21st Century it is urgent to preserve and consolidate peace, to coordinate efforts aimed at the termination and prevention of local conflicts and elimination of the threat of the global ecological catastrophe.

I hope that this Conference will allow you delegates to hold thoughtful discussions about the problems the world is facing on the edge of the century, to work out common attitudes, to pave the way necessary for joint actions in the nearest future when you'll be leaders of your countries.

I believe that your Conference will lay the groundwork for the international structure of young leaders' cooperation which can provide the succession of positive changes already achieved in the world to further the progress of our civilization.

It is essential that these ideas be understood and supported by government, political, public and business circles from various nations.

Let me express my sincerest regard to all the participants of the Conference and to wish you successful and effective work.

A. Rutskoy

## APPENDIX B

March 1, 1993

Mr. Stephen Hayes  
President  
American Center For International Leadership  
401 East Pratt Street  
World Trade Center  
Baltimore, MD 21202

Dear Mr. Hayes:

I wanted to take this opportunity to congratulate you for your most successful "Europe-America Conference for Emerging Leaders", held in Baltimore, November 30 through December 5th, 1992. The United States Columbus Commission was very pleased to give its official endorsement to this important program.

As we move toward the 21st Century, it is important to recognize that the Quincentenary has provided a most appropriate opportunity for reflection upon legacy and its meaning for the next 500 years. Enduring legacies, such as Columbus's vision, enabled him to build on existing knowledge, while he demonstrated the human ability to grow, learn and seek new frontiers.

The delegates to the "Europe-America Conference for Emerging Leaders" will all have very important roles in leading our nations into the 21st Century, as their vision and wisdom will be essential as we evolve into the next 500 years.

Once again, congratulations to you and all of the delegates to your Conference, for demonstrating outstanding leadership and the spirit of global cooperation in a most important year in world history.

Sincerely,  
James F. Kuhn  
Executive Director  
National Columbus Quincentenary Jubilee

For further information about the American Center for International Leadership, please contact:

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The Conference Report was edited by Thomasine N. Gorry, Research Director.